HUMAN RESOURCES AND EMPLOYEE ENGAGEMENT: ~ A CRITICAL ALLIANCE ~

DEPARTMENT OF DEFENSE

DCPAS

Defense Civilian Personnel Advisory Service

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PRESENTATION GOAL

1. Create awareness of what employee engagement is, how it is measured, and impact on the organization

2. Highlight how we as HR and HRD professionals can support employee engagement strategies

3. Share 'a few' Component best practices

~ A CRITICAL ALLIANCE ~

IS THIS YOUR ORGANIZATION?

Or is this your Organization?

WHAT IS THE COST OF DISENGAGEMENT?

❑ Disengaged employees take more **sick days** and are <u>tardy</u> more often.

❑ Disengaged employees **undermine** the excellent work their more engaged colleagues accomplish. Constant complaining is a common characteristic of disengaged employees.

❑ The **decreased productivity** of each disengaged employee costs each employer $3,400 to $10,000 in salary, according to recent research.

❑ **Missed deadlines** and **poor results** are common characteristics of disengaged employees.

❑ Customer complaints often rise with employee disengagement. **Disengaged employees create disengaged customers** because frustrated workers can't help but pass on their cynicism and negativity.

PeopleMetrics (2016) Gallup has estimated that employee disengagement costs the overall US economy as much as $350billion every year!

EMPLOYEE ENGAGEMENT DEFINED

WHAT IS EMPLOYEE ENGAGEMENT?

FULL ENGAGEMENT

Employee engagement is determined by an individual's level of contribution and satisfaction in their role.

The Director of OPM defines employee engagement as "the employee's sense of purpose that is evident in their display of dedication, persistence, and effort in their work or overall attachment to their organization and its mission".
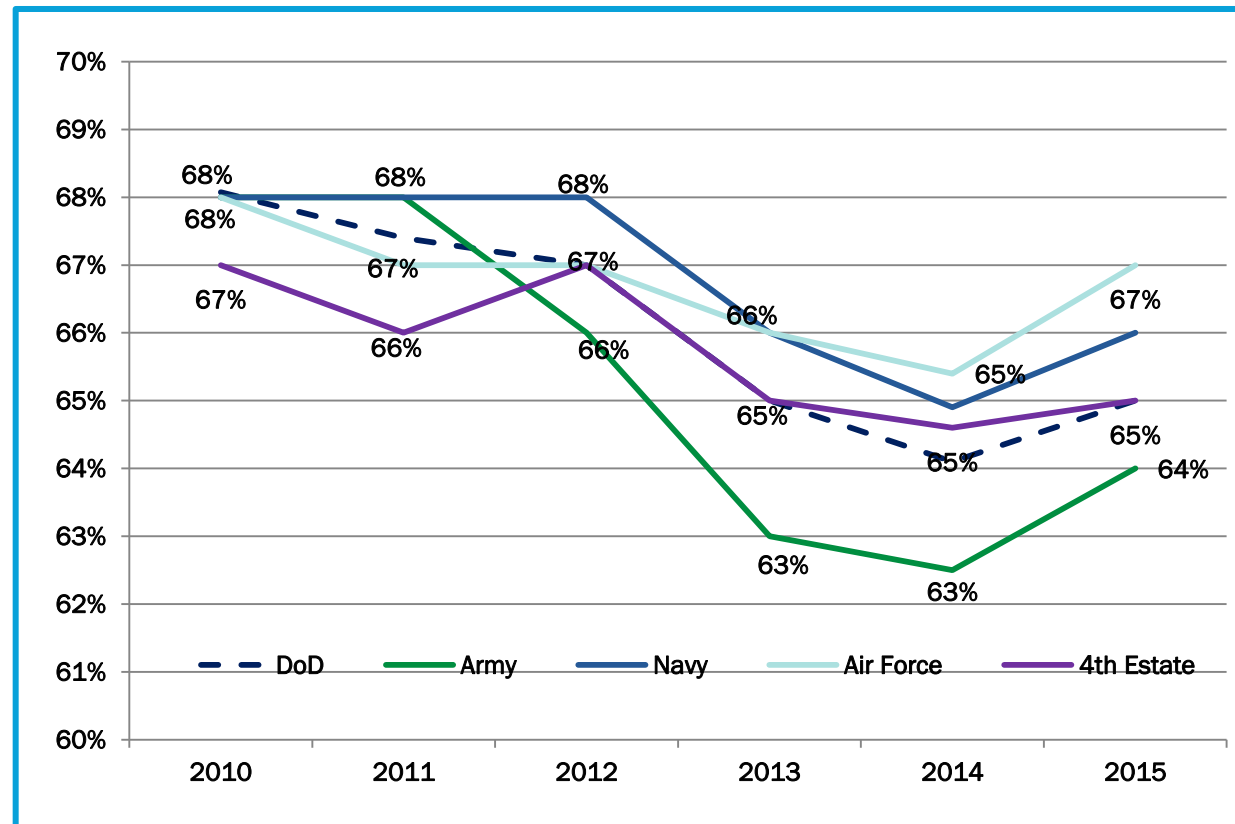
MEASURING ENGAGEMENT
FEDERAL EMPLOYEE VIEWPOINT SURVEY (FEVS)

- ❑ OPM annually administers the FEVS to a sample of permanent, full and part-time employees
    - 2015 sample size: 848,237 federal employees; 206,707 in DoD.
    - 2015 completions: 421,748 (49.7%) federal-wide; 72,919 (35.3%) in DoD

- ❑ FEVS questions cover job satisfaction, commitment, engagement, and how each contributes to the accomplishment of agency missions

- ❑ The FEVS measures employees' feelings and attitudes in topic areas such as Talent, Leadership and Knowledge Management, Performance Culture, and Job Satisfaction

- ❑ Results are used to meet the President's Management Agenda, and program metrics to:
    - measure factors that influence employees wanting to join, stay and help the agency meet its mission; inform action planning efforts to help senior leadership drive positive organizational change; inform human capital accountability efforts

FEVS AND DOD EMPLOYEE ENGAGEMENT INDEX

- The Employee Engagement (EE) Index is comprised of perceived leader quality, perceived supervisory competence, and intrinsic work experience

- For 2015, the DoD EE index was 65.8%, up 1.7 percentage points from 64.1% in 2014

- The 2015 government-wide average for EE was 64%

- Six-year Trend: Still down from 68.1% in 2010

FEDERAL EMPLOYEE VIEWPOINT SURVEY – KEY INDICATORS

Employee Engagement (EE): A measure of the conditions conducive to engagement, that is the engagement potential of an agency's work environment

Inclusion Quotient (IQ): The New IQ identifies behaviors that help create an inclusive environment and is built on the concept that **repetition of inclusive behaviors** will create positive habits among team members and managers.

Employee Engagement

Manager

Inclusion Quotient

Global Satisfaction

Global Satisfaction (GS): The Global Satisfaction Index measures employee satisfaction about four aspects related to their work: their job, their pay, their organization, and whether they would recommend their organization as a good place to work.

According to the 2015 FEVS, one out of three DoD employees is not engaged or actively disengaged

Missed opportunity or mis-management?

EMPLOYEE ENGAGEMENT DISASTER

34.4%

are not engaged or actively disengaged

workboard

2015 DOD FEVS KEY FINDINGS

Strengths

– Employees are still very positive about their work, their jobs, and their mission

– Employees appreciate work/life programs, especially Alternative Work Schedules and Health and Wellness programs

– Employees are willing to put in extra effort and are constantly looking for better ways to do their jobs

– Employee's work is important to them and the quality of their work is high

– Employees' organizations have prepared them for potential security threats

– Employee satisfaction with their first-level supervisors at 73.5% is the highest since 2010

 o Up 2+ % points from 2014; up 0.7 % points from 2010

Concerns

– Performance Management and Accountability:
  o Pay raises, promotions, awards, innovation and performance were not being recognized in an objective or meaningful way
  o Organizations are having trouble recruiting people with the right skills

– Opportunities to advance are not satisfactory

– Agency leaders failing to generate high levels of motivation and commitment

– Few leaders are expected to use the survey results to make their agencies a better place to work – impacts response rate

– About a third of the workforce is still considering leaving their positions for reasons other than retirement

EE AND HR: A CRITICAL ALIGNMENT

Employee Engagement

Agency
Supervisor
Employee

Human Resources
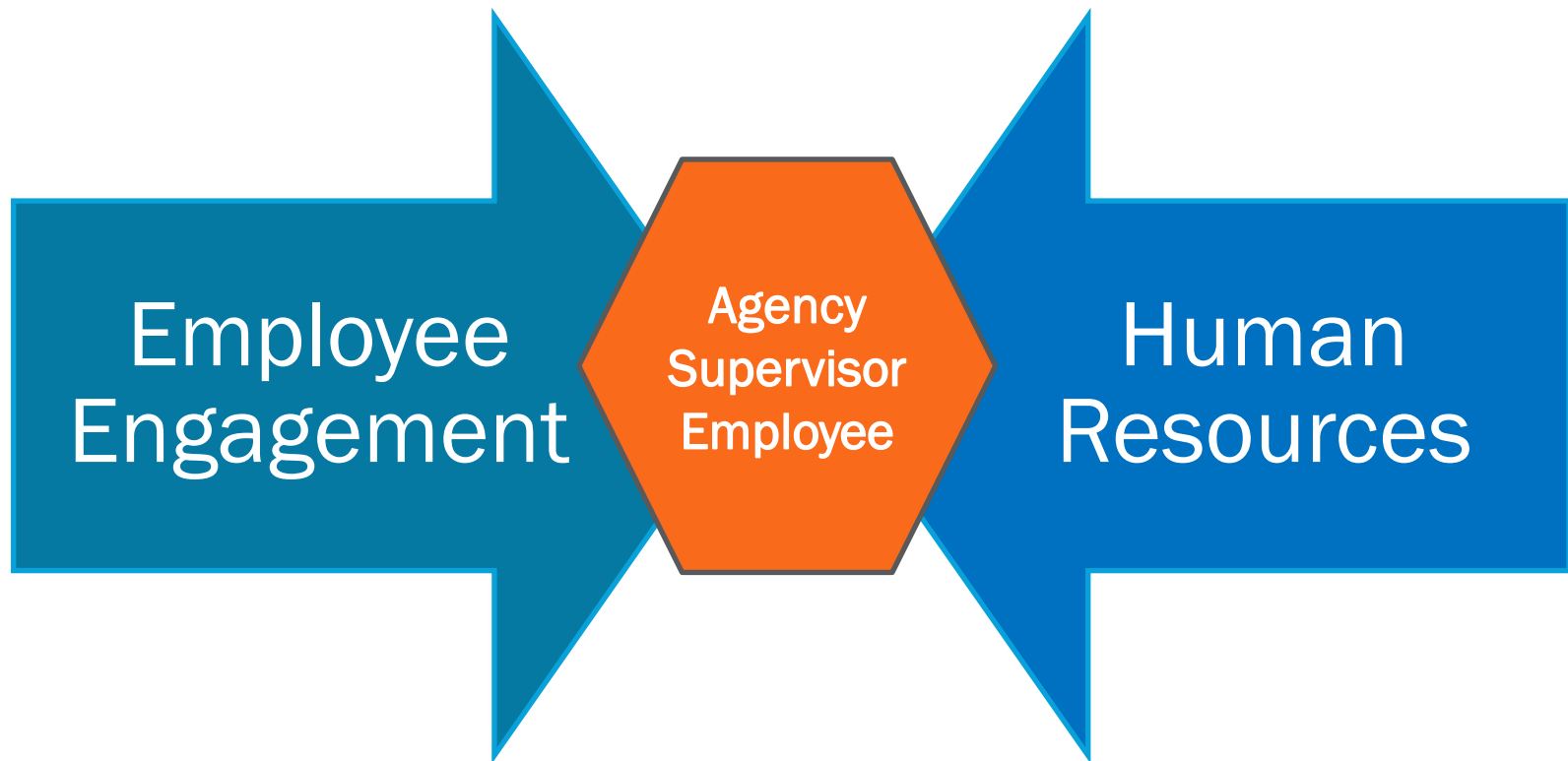
THE EMPLOYEE LIFECYCLE

Using the "Employee Lifecycle" as your ROADMAP To Employee Engagement

- Attract
- Recruit
- Onboard
- Develop
- Retain
- Separate

Employee Engagement

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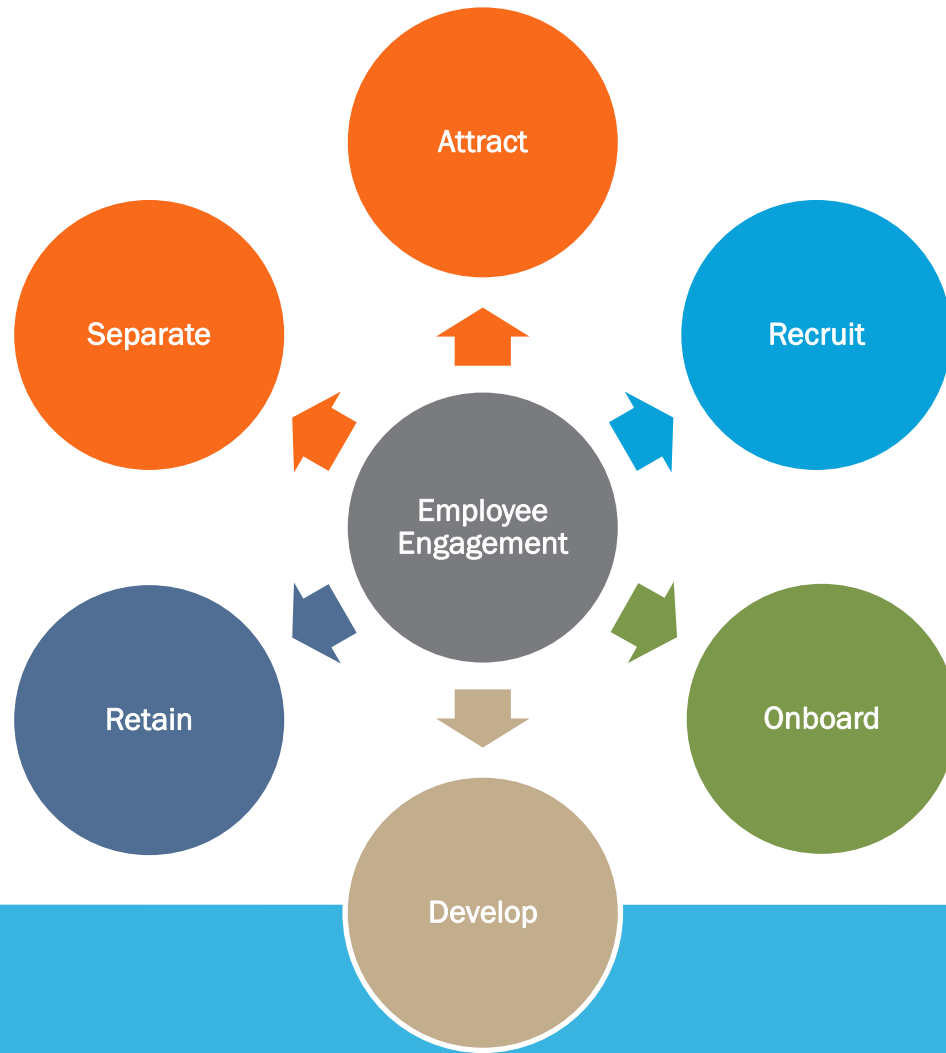
How the Principles Work

	EMPLOYEE ADVANTAGE	BUSINESS OUTCOMES	LEADER / HR ROLE
Adaptability	Needs of the business are met at the same time as the needs of employees	Adjust to the demand and supply of the workforce	Interactions are more consistent - content is standardized
Relevancy	Develop engagement opportunities that are relevant to employees	Connect with real work goals and processes	Reorient managers to guide and empower knowledge workers
Sustainability	Align employee performance with business performance	Build on existing processes and target technology investments to the evolving needs of employees	The manager is critical to sustained engagement
Execution	Interactive and engaging platforms and solutions	Technology Investments that meet the evolving needs of the organization and employees	Drivers of tools and programs and can guide employees

"A framework for linking HR and Employee Engagement"

ATTRACT

Candidates are savvy. A good candidate will research a company extensively and ask their personal and professional circles about a company's value proposition

Adaptability	Employers must listen to the external and internal conversation and contribute and influence as much as possible.
Relevancy	What your employees say internally and externally will attract or detract talent.
Sustainability	Listening to the chatter generated by candidates and employees. Influencing those conversations when applicable.
Execution	**Brand Ambassadors; Reputation Management (i.e. Best Places to Work); Employee Referrals; Recruitment Fairs; Presidential Management (PMF) Fairs; Easy-to-Use Application Systems; Websites that "sell" your Organization; Clear Vacancy Announcements**

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RECRUITMENT

Even though recruiting has become a social process, nearly 70% of new hires come from employee referrals. But those referrals don't happen when employees are disengaged.

Adaptability	Companies need to adjust to the fact that recruiting is no longer a singular conversation between the recruiter and a candidate.
Relevancy	One of the greatest gifts an employee can give to his or her company is the recommendation of qualified candidates.
Sustainability	Keep consistent messaging around why you are an employer of choice and use your employees as champions of that message.
Execution	**Talent Pools; Peer-to-Peer Referrals; Proactive talent pipeline; Alternative Recruitment sites; Professional Networking Tools (i.e. Linkedin, Twitter, Glassdoor; Beyond; Indeed; SHRM; ATD; etc)**

ONBOARDING

Of 75 possible drivers of engagement, the most important was the extent to which employees believe senior management have a sincere interest in them.

Adaptability	Companies, especially managers, need to make sure new hires feel welcome otherwise you risk creating a poor first impression, and slowing down time to productivity.
Relevancy	Managers don't always have time to onboard, so quickly connect new employees to work partners is important.
Sustainability	Ongoing feedback via 90-day interviews, focus groups, and surveys are essential to continued refinement
Execution	**Job Aid Boards; Mentoring; Sponsorship; Gamification; Comprehensive Onboarding Activities; Individual and/or Organizational Socialization Activities; Formal Orientations; Monthly Welcoming Sessions:**

DEVELOPMENT

Employees have an entrepreneurial desire to grow, feel inspired, and to be presented with innovative opportunities

Adaptability	We need to get to know the employees and their skills so we can understand their talents and their gaps
Relevancy	Provide learning and teaching opportunities for employees, both internally and external to the Department
Sustainability	Set clear expectations, get agreements about those expectations. Managers should be assessed and rewarded based on the success and development of their employees
Execution	Innovation Labs; Collaboration Sites; Learning Communities; Aptitude and Skills Assessments; Functional and Technical Developmental Opportunities (Internal and External); Job Shadowing: Leader Development Training; Academic Degree Training; Fellowships / Training with Industry; Self-directed Learning Opportunities (Watching videotapes/ podcasts; self-study programs, reading books and other publications or journals).

RETENTION

Employees don't always feel valued and appreciated, nor validated in a way that evokes inspiration. 43% of highly engaged employees receive feedback at least once a week to only 18% of employees with low engagement.

Adaptability	Employee recognition align employees to organizational objectives by reinforcing behaviors tied to organizational results. Recognize the individual contributions that build lasting legacies.
Relevancy	Establish public and private recognition for managers and peers. Managers need tools to drive recognition and engagement.
Sustainability	Managers are critical because they touch key drivers such as accountability, work processes, compensation, recognition, and career opportunities.
Execution	Recognition Walls; Peer-to-Peer Acknowledgement; Continuous Recognition; Succession Planning;

SEPARATION

89% of employers think employees leave for more money. But only 12% of people actually do. In reality, 75% people voluntarily leaving aren't leaving their jobs, they're leaving their *bosses*.

Adaptability	Understand why employees are leaving. Especially during times of change, its important to identify and keep high perfumers.
Relevancy	Employees stay in touch with former colleagues. Employees who leave are your best candidate pool for rehire. But they can also be your biggest enemy if they leave feeling unappreciated.
Sustainability	Managers need to understand what they are expected to do more of, less of, and what they need to do differently.
Execution	Out-processing / Exit interviews; Solicit Feedback; Reunions; Quality/ Trained Supervisors; Create Growth Opportunities; Recognition and Rewards (Monetary Rewards, Bonuses, Time Off Awards, Honorary Awards, etc.); Alumni Networks

2015 DOD EMPLOYEE ENGAGEMENT ACTIVITIES

Army

➢ EE Training conference (2015); EE focus groups; FEVS E2 Command-level meetings/dashboards; E2 working groups; E2 briefings; targeted STRATCOMs; career aspirations survey (ACE)

Navy

➢ Annual EE survey; Webinar "Employee Engagement Playbook"; disseminate FEVS analysis/results; command leader action plans; element in SES performance plans; Civilian Human Capital Management Assessment Program

Air Force

➢ Distribute FEVS and climate survey reports across component; launched MyVector for mentors/mentees; diversified hiring panels

4th Estate (across various offices)

➢ Aspiring Leadership Program/mentorship program; WHS rotation program; focus groups; working groups focused on EE; Franklin Covey trainings; supervisor trainings; quarterly Town Hall meetings; quarterly recognition ceremony; Awards such as "Culture of Excellence"; widely publicizing FEVS survey results; conduct and analyze climate and exit surveys

2015 DOD EMPLOYEE ENGAGEMENT ACTIVITIES

	WHLDP — White House Leadership Development Program	DEPARTMENT OF DEFENSE DSLDP — Defense Senior Leader Development Program	DEPARTMENT OF DEFENSE ELDP — Executive Leadership Development Program	DEPARTMENT OF DEFENSE DCELP — Defense Civilian Emerging Leader Program
Eligibility	GS-15 or equivalent. High potential, poised to serve as senior executive.	GS 14-15 or equivalent. Supervisor, degree, high potential.	GS 12-14 or equivalent. O-3/O-4, high potential.	GS 7-12 or equivalent in Acquisition, Finance, or HR Career Fields.
Length	1-year fellowship program	2-year cohort program	10-month cohort program	6-month cohort program
Program Elements	- US Govt-wide - Sponsored/managed by the Executive Office of the President - Full-time rotational assignment - Work on Federal Govt highest priority, highest impact challenges that require cross-agency coordination - Formal training/workshops	- Senior-Level professional military education (PME) - Seminars focusing on joint, interagency and multinational environments and leading at the SES level - Experiential development - Exposure to private industry, academia, thought leaders - Mentoring by SES Executives - Executive Coaching - Assessment for graduation	- Core curriculum - Monthly deployments throughout DoD for training with Service members - Experiential learning focus - Instruction on defense issues and international perspectives - Individual staff study	- Leader development at entry level - Acculturation to DoD - Immersion in leadership competencies at the Lead Self and Lead Teams/Projects levels - Assignment of mentor - Portfolio project - Structured talent management
Next Class	2016 Fellows began October 2016	2017 cohort will begin January 2017	2017 cohort began August 2016	2017 cohort will begin April 2016
Program History	Pilot commenced 2015	Program launched 2008 (first cohort in 2009)	Program launched 1985	Pilot commenced 2011

https://dodhrinfo.cpms.osd.mil/Directorates/HRSPAS/Leadership-Learning-and-Development/Pages/Home1.aspx (CAC-enabled web site)

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DOD EMPLOYEE ENGAGEMENT - SUMMARY

❑ **DoD components are implementing a variety of activities to increase Employee Engagement across DoD**

- *Working groups*
- *Dissemination of FEVs survey results/Climate survey results*
- *Special programs and presentations*
- *Leadership trainings*
- *Training events and activities*

❑ **DoD compliance activities include Employee Engagement measures for program accountability**

- *Track trends of EE and Global Satisfaction/New IQ – review with DoD components activities planned and in place that can increase EE*
- *DoD HCAAF compliance reviews now utilize FEVS data and Employee Engagement/Global Satisfaction trends as part of initial review criteria*
  - *HCAAF review guidelines have been updated and now include review criteria to determine if the site being audited utilizes their FEVS data, including Employee Engagement/Global Satisfaction/New IQ.*

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TO EMPLOY YOUR OWN ENGAGEMENT STRATEGY

Strategic Narrative
Visible, empowering leadership providing a strong strategic narrative about the organisation, where it's come from and where it's going.

Engaging Managers
Engaging managers who focus their people and give them scope, treat their people as individuals and coach and stretch them.

Employee Engagement

Employee Voice
There is employee voice throughout the organisation, for reinforcing and challenging views, between functions and externally, employees are seen as central to the solution.

Integrity
There is organisational integrity – the values on the wall are reflected in day to day behaviours. There is no 'say-do' gap.

Video

http://www.bing.com/videos/search?q=Employee+Engagement+Funny&&view=detail&mid=86DF8758C562A7C2450E86DF8758C562A7C2450E&rvsmid=4934155DA240934D462C4934155DA240934D462C&fsscr=-8910&FORM=VDMCNL

QUESTIONS

FEVS COMPARISON

FEVS Comparison	DoD % 2015	DoD % 2014	DoD % 2013		Govt % 2015	Govt % 2014	Govt % 2013		#1 Large Agency % 2015	#1 Large Agency % 2014	#1 Large Agency % 2013
Response Rate	**35.3%**	**35.3%**	**37.7%**		**49.7%**	**46.8%**	**48.2%**		**59.2%**	**54.4%**	**58.2%**
# Responses	*72919*	*75025*	*65007*		*421748*	*392752*	*376577*		*9936*	*9430*	*9985*
Employee Engagement:	**65%**	**64%**	**65%**		**64%**	**63%**	**64%**		**78%**	**77%**	**77%**
- Leaders Lead	**54%**	**52%**	**54%**		**51%**	**50%**	**53%**		**69%**	**68%**	**70%**
- Supervisors	**72%**	**71%**	**71%**		**71%**	**71%**	**70%**		**85%**	**84%**	**83%**
- Intrinsic Work Experience	**70%**	**69%**	**69%**		**69%**	**68%**	**69%**		**81%**	**80%**	**79%**